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Managing Strategic Change and ERP Implementation under Distinctive Learning Styles: Quantitative case of Burberry PLC

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Abstract

This paper examines the effective strategic change management and Enterprise Resource Planning implementation under distinctive learning styles namely; diverging, converging, assembling, and accommodating learning styles through case of Burberry brand at Bicester Village, Cheshire Oaks, and Chatham Place. Additionally, paper investigates the strategic changes and organizational factors in relation with the ability to adopt change and successful ERP implementation. Total 87 respondents were approached through snowball, purposive, and convenience sampling. Findings revealed that accommodating learning style is the most influential learning style that significant positively affects the ERP implementation process. Interestingly, all learning styles (diverging, converging, assimilating, and accommodating) have statistically significant correlation with organizational change process. Additionally, complexity is the most critical organizational component affecting employees' ability to accept changes.

Keywords: Enterprise Resource Planning, Learning Styles, Organizational Factors, Strategic Change Management,

Introduction

Change is bringing the modifications and alteration in the existing state. Changes occur naturally and it is important for the people to have the adaptability feature so that they can adjust with the required change. The need of time urges individuals, systems, organisations, and process to alter and modify so that they can survive. According to Abbas and Asghar (2010), the process of transition or transformation of an organisation is regarded as organisational change. Hage (1999) defines it as kind of an experience or a story of being successful or tale of failure. Furthermore, Hage (1999) continue to explain it as different kinds of action taken by the management to alter the ways and methods in which previously the organisation use to carry out tasks. Therefore, organisational change can be considered as a pattern of shift from the routine procedures. The reason behind organisational change is usually the dissatisfaction to some extent from the normal day-to-day routine work because if there is an absolute satisfaction about the routine manner, change would have never been required. Two vital types of organisational change are (a) Planned and (b) unplanned change. Planned change is result of the leaders and top management's assess the situation and need to bring modifications in the current process, plans, people, patterns, and situations whereas unplanned change emerges from the contingent situation that requires alteration as a sudden and surprising one because it is not being expected by the firm (McNamara, 2006). Thus, this leads to the argument that how to ensure that the changes are successful and to what extent? Nevertheless, the Enterprise Resource Planning (ERP) is widely used tool for the change management process.

ERP is usually referred to as a category of business-management software, which is typically a suite of integrated applications that an organization can use to collect, store, manage and interpret data from these many business activities (Almajali & Ali Tarhini, 2016). ERP provides an integrated and continuously updated view of core business processes using common databases maintained by a database management system. ERP systems track business resources such as; cash, raw materials, production capacity and the status of business commitments: orders, purchase orders, and payroll. The applications that make up the system share data across various departments (manufacturing, purchasing, sales, accounting, etc.) that provide the data (Almajali & Ali Tarhini, 2016). ERP facilitates information flow between all business functions and manages connections to outside stakeholders (Radovilsky, 2004). O'Brien argues that ERP

creates a more agile company that adapts better to change. It also makes a company more flexible and less rigidly structured so organization components operate more cohesively, enhancing the business, both internally and externally. On the other hand, Young (2015) counter argued that harmonization of ERP systems can be a mammoth task (especially for big companies) and requires a lot of time, planning, and money. Additionally, Grant et al., (2006) found that integration of truly independent businesses can create unnecessary dependencies. Nevertheless, Walsh (2009) argued that Provides a comprehensive enterprise view (no "islands of information"), making real-time information available to management anywhere, anytime to make proper decisions. Moreover, it protects sensitive data by consolidating multiple security systems into a single structure. After evaluating the pros and cons of ERP, the next step was selection of a big brand to assess how effective is the ERP in the strategic change management process.

Burberry Group is the world famous and renowned luxury brand. Burberry Group is a leading luxury brand that distributes women's apparel, men's wear, children's wear, fragrances, shoes, fashion accessories and many more (EATLOVESAVOUR, 2017). The most widely known trademark of the brand is its Tartan patterns where its iconic Trench coat has been an icon of British Heritage (Burberry PLC, 2017). The brand has strategically utilized resource based theory in an effective manner where it took complete advantage of company's resources and its capabilities (ibid). Burberry has not limited itself and still after 150 years in history of fashion industry, the brand holds a unique appeal to its consumers (ibid). Thus, the brand offers ideal case for examining the effective implementation of the ERP in the change management process.

Research Aim:

The aim is to examine Enterprise Resource Planning implementation and the strategic approaches involved in the handling of change management process at Burberry.

Literature review

ERP implementation strategies

"A quick review of ERP research revealed different strategies for implementing ERP successfully. One can classify these strategies into organizational, technical, and people

strategies" (Aladwani, 2001). IS function characteristics, communication and coordination, ideology and managerial style, organizational resources and structure, project management, change management techniques, deployment and development of strategies are resultants of successful implementation of ERP (Al-Mashari and Zairi, 2000). Several technical strategies put forward for determination of ERP success include time and cost of implementation, adequacy of in-house technical expertise, ERP complexity, and technical aspects of ERP installation (Russo et al., 1999; Sarker and Sarker, 2000). Examples of people strategies include training, involvement and staff and management attitudes (Amoako-Gyampah, 1999). Previous ERP implementation research perhaps could be considered as factor research that engages recognizing critical factors successful ERP implementation. However, factor research is invaluable for proceeding and expanding our knowhow regarding successful ERP implementation; it approves a slightly static outlook, which limits its sufficiency in elucidating the dynamics of the implementation process (Aladwani, 2001). Therefore, factor research alone is not sufficient for explaining how the change from resistance to success has happened (ibid). "Unlike factor research, process research helps us understand how ERP implementation efforts have happened; it therefore gives a moving picture about how we got from time 1 to time 2 (cited from Aladwani, 2001). To benefit from the two perspectives, in this study, an integrated view to ERP implementation has been adopted.

Change management strategies for ERP implementation

Upgrading strategies, such as ERP implementation, generally involve change (Aladwani, 2001). Consequently, openness to in-house customers is vital for a business to evade the complexities linked with this change (Al-Mashari and Zairi, 2000; Aladwani, 2001). For facilitating top management with the composite organizational problem of employees' resistance to ERP implementation, an integrated, process-oriented conceptual framework consisting of three phases namely; knowledge formulation, strategy implementation, and status evaluation is vital aspect.

Knowledge formulation phase

The initial step in successfully managing change is to recognize and assess the employees' attitudes and influential groups interlinked (Aladwani, 2001). This phase is to understand questions like 1) *Who are the resisting individuals and/or groups?* 2) *What are their needs?* 3)

What beliefs and values do they have? 4) What are their interests? The answers to these essential questions may propose a fine opening position in shaping the sources of employees' resistance to the ERP system. As per to Hultman (1979), values, beliefs, and employee-raised facts are good pointers of what may originate their opposition to change.

Strategy implementation phase

Organizations' management can use the information regarding probable users from the earlier stage to set up approaches that can best surmount employees' resistance to the ERP system, and to encourage possible adoption among others (Aladwani, 2001). If such situation, it is more suitable to locate an action sheet for implementing the considered strategies. The three-level adoption process (think-feel-do) provides a good framework for describing this phase (ibid). "In an attempt to change the attitudes of potential users of ERP, management must first try to affect the cognitive component of users' attitudes" (ibid). "In many cases, ERP implementation failed because of lack of communication" (Al-Mashari and Zairi, 2000). "Knowledge about what the system can deliver to the organization and its workers can build anticipation for the system. Nevertheless, one must watch out for unrealistic workers' expectations, which may deepen the resistance problem, thus causing its failure" (Aladwani, 2001)

Status evaluation phase

The monitoring process and assessing change management strategies for ERP implementation is the final element of framework. In addition having a performance measurement system to ensure that the desired business outcomes were achieved (Al-Mashari and Zairi, 2000), it is as important to have a performance system to examine the progress of ERP change management efforts (Aladwani, 2001). It is very important that top management makes sure workers' anxiety and resistance to ERP is under control. According to Haque, Kozlovski, & Aston (2016), the stress may increase due to organizational factors including, organizational structure or change in the leadership. Nevertheless, the status evaluation phase offers feedback information to top management in a vibrant way. In order to be constructive, the feedback should be well-timed, precise, and organized (Aladwani, 2001).

Organizational Factors in relation with strategic change

Although there are number of organizational factors interlinked with the strategic change but in this research Rizesco and Tileaga (2016) identified factors have been considered. This is due to the fact, in the preliminary research stage, these factors were evident in the case of Burberry.

Impact on social relations

"Many of the changes are likely to have a decisive impact on the social relationships inside the 'target' system and the relationship between the "target" individuals or groups from external environment" (Rizesco and Tileaga, 2016, P. 141). Change can create new leaders, as it can create other roles (ibid).

Divisibility and Reversibility

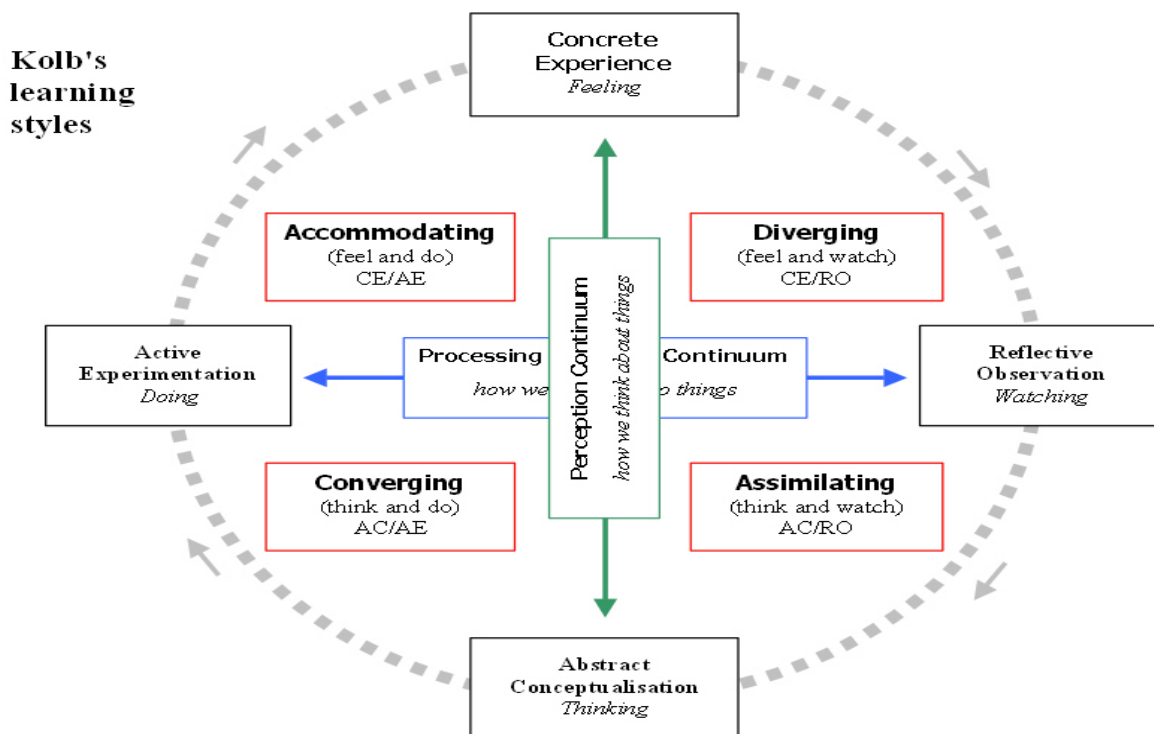
"Divisibility refers to the extent in which change can be implemented on a limited scale" (Rizesco and Tileaga, 2016, P. 141). "The size of the reversibility is closely related to divisibility (ibid). It refers to the ease with which it can be restored the status quo ante, in the situation where a change introduced is subsequently rejected" (ibid). It is also an important dimension of the stage of adoption (change) (ibid).

Complexity

"The probability that a change should be done willingly is even smaller, the difficulty of use and understanding of change is greater" (Rizesco and Tileaga, 2016, P. 141). "This characteristic is important in the assessment stage and use (change). Different individuals may respond in a manner different from other individuals. Change agents must be prepared to consecrate a considerable time explaining the technical aspects of the change and training, for the purpose of its use" (Rizesco and Tileaga, 2016, P. 141).

Kolb's Model of Individual Change

The Kolb's model of learning styles has four diverse learning styles, which are further subdivided in four learning stages and cycles known as learning cycles.



Source: McLeod (2013) Kolb - Learning Styles

According to the preferred method once can use the available learning styles to develop their own. There are four styles of learning (Kolb, 1999). The concise description of Kolb's model is as below:

- Diverging (Feeling and watching): These people are sensitive and have preference to observe before actually doing (Kolb, 1999). They tend to have extensive cultural interests and often works in groups and listen with open mind. They are emotional and imaginative (Kolb, 1999; McLeod, 2013).
- Assimilating (watching and thinking): These are people with logical approach and the ideas and concepts are given significant importance than to other people (Kolb, 1999; McLeod, 2013). They excel through the comprehensive understanding of wide-ranging information and precise organization in a logical format (Kolb, 1999; McLeod, 2013).
- Converging (doing and thinking): These are people who's interest in technical tasks in contrast to interpersonal aspects (Kolb, 1999; McLeod, 2013). Past experiences are used to find solutions to issues (Kolb, 1999; McLeod, 2013). These people preferring to

experiment with new ideas to keep their selves simulated, and work with the practical applications (Kolb, 1999; McLeod, 2013).

- Accommodating (doing and feeling): Such people avoid working on logical analysis however the intuitions are used (Kolb, 1999; McLeod, 2013). There is a strong tendency to rely on others for information instead of conducting their own analysis. They do work in teams and try new ways in active manner to accomplish their objective (Kolb, 1999; McLeod, 2013).

Kotter's 8 –Step Organisational Change Model

Kotter (2008) proposed eight steps of change model within an organisation. The steps are as follows:

- Create urgency: Flicker an initial motivation to introduce the change move, there is a need of urgency (Kotter, 2008; Lawrence, 2014).
- Form a powerful coalition: To direct a change, the need of coalition is important among all the influential people, organization's management, and team (Kotter, 2008).
- Create a vision for change: Develop a precise vision to assist others in understanding the change objective and provide motivation with the belief that they are aware of what they are trying to accomplish (Kotter, 2008).
- Communicate the vision: Through effective communication with significant person and stakeholder of an organisation, while providing an honest view of vision, a momentum is created to accomplish change (Kotter, 2014).
- Remove obstacles: removal of obstacles that hinder the effective execution of change's vision (Kotter, 2008).
- Create short-term wins: These short targets are effective in keeping people and team motivated for required change (Kotter, 2008).
- Build on the change: With the early declaration of success, most changes fail to succeed (Lawrence, 2014). The formulation of new plan and strategy is important for continuous success and area improvements (Kotter, 2008).

- Anchor the changes in corporate culture: Continuous efforts are required to ensure the change is taking place in effective manner within the various fields of an organization. The change should be introduced in the corporate culture with the frequent discussions among the leaders of an organisation (Kotter, 2008).

Research Hypotheses

The gap in the research has been identified from the available literature as currently there is no conclusive evidence regarding the studies carried out to examine the successful ERP implementation by recognized brands in order to manage change in the economic scenario after recent recession. Moreover, the literature has hinted towards the phases of change process but there is no primary study to support the notion that there is any specific strategic approach considered by big brands to manage its resources in the constantly changing environment. Furthermore, the limited literature does not explain role of ERP in dealing with the strategic changes, specifically considering the factor and/or factors driving need for strategic change. Hence, it is observed that different learning style is vital in resisting or accepting change, we believe that understanding role of learning style in strategic change management for employees will make effective learning style happen. Thus, following hypotheses are constructed in the light of literature:

H1: There is no statistically significant correlation between individual learning styles and organizational change process.

H2: The individual learning styles are not statistically significant in the adoption of successful ERP implementation.

H3: There organizational factors are not statistically significant in affecting employees' ability to accept changes.

Research Method

This research aims at attaining quantitative numerical significance instead of creating a standardized and generalized qualitative perspective. For this reason, we provide this nature

through quantitative orientation (Haque and Aston, 2016). The research falls into positivist paradigm with realism ontology and objectivist epistemological stance. The empirical part of this study comes from semi-structured matrix based quantitative survey questionnaire. Considering the social science researchers' stance, this study followed sampling technique adopted from the work of Haque et al., (2016) and Haque et al., (2017) to investigate research problem through quantitative framework. Based on the convenience, purposive, and snowball, the first author of this research conducted 87 semi-structured interviews. The cross-sectional research design used in this study is to ensure that the variation within the sub-groups could be expressed through numeric. Total 87 respondents (45 males and 42 females) formed sample size. Equal selection was made by selecting at least 29 from each outlet namely; Bicester Village, Cheshire Oaks, and Chatham Place.

For ensuring reliability and validity of "research instruments" and "approaches", different steps were considered. Pilot study was carried out to measure the construct validity and fine-tune questionnaire, followed by Cronbach's alpha test. The driven value of Cronbach's alphas test 0.79 reflects that the items are aligned on the scale. The survey questionnaire was personally circulated for three months (August 2017-to-October 2017) by considering each outlet for at least a month. For satisfying the normality assumption, Shapiro-Wilk test was conducted. The value of 0.956 indicates that the data is normally distributed thus; parametric test was preferred over the non-parametric test. Hence, Pearson's Correlation for measuring the strength and nature of relationship while ANOVA and regression for assessing the statistical relationship between considered variables. Moreover, Haque & Aston's (2016) "funnel approach" was taken into account for filtering the responses in drawing exploring the variations within the sub-groups. After attaining formal consent from the case studies, research was conducted. All the participants were brief about the purpose of research, voluntary participation, no-monetary reward, and ensured that their shared information will remain confidential. For the statistical analysis, SPSS 23.0 version was considered in order to gain quantitative results. The table below reflects 5 items on scale for investigating variables.

Table 1

1	2	3	3	4
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Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
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Table 1 *Reflects the present study's matrix scale used to measure the responses gathered through research instrument.*

The confidence interval is 95% and the alpha value $P=0.05$ is considered to set the level of significance.

Table 2

Case Processing Summary

		N	%
Cases	Valid	87	100.
	Excluded ^a	0	00.0
	Total	87	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3

Reliability Statistics for Societal Attributes

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.79	.79	5

Table 3: *Contains reliability of items on scale.*

Results, Analysis and Discussion

Descriptive Statistics

Table 4

Descriptive Statistics

Description Percentages			
Outlet			
Bicester Village	Cheshire Oaks	Chatham Place	
33.3	33.3	33.3	
Gender			

Male	Female				
51.7	49.3				
Age					
18-28	29-39	40-50	51 or Above		
11.5	56.7	28.1	3.7		
Qualification					
O-Level		A-Level	Undergraduate	Postgraduate	
2.7		19.8	51.3	26.2	
Experience					
Less than 1 year		1-3 years	4-6 years	7-9 years	10 or Above
10.8		28.9	34.3	17.1	8.9

Table 4: *Reflects demographic variables in percentages*

From the above descriptive table, it is evident that majority of the respondents are male (51.7%), lying in the bracket of 29-to-39 years (56.7), holding undergraduate qualification status (51.3%) with 4-to-6 years experience at work premises (34.3%).

Table 5
Correlation

		Organizational Change process	Diverging	Assimilating	Converging	Accommodating
Organizational Change process	Pearson Correlation	1	.424	.201	.509*	.828*
	Sig. (2- tailed)		.001	.008	.003	.000
	N	87	87	87	87	87
Diverging	Pearson Correlation	.424	1	.839*	-.282*	.236*
	Sig. (2- tailed)	.001		.005	.000	.001
	N	37	37	37	37	37
Assimilating	Pearson Correlation	.201	.839*	1	.072	-.060
	Sig. (2- tailed)	.005	.005		.872	.698
	N	87	87	87	87	87

Converging	Pearson	.509*	-.282*	.072	1	-.680*
	Correlation					
	Sig. (2-tailed)	.003	.000	.872		.020
	N	87	87	87	87	87
Accommodating	Pearson	.828*	.236*	-.630	-.680*	1
	Correlation					
	Sig. (2-tailed)	.000	.001	.698	.020	
	N	87	87	87	87	87

Table 5: *Correlation between variables at 0.05 level of significance*

In the above table, it is evident that the organizational change process has a significant strong positive correlation with Accommodating Style ($r=.839$, $p=.000$) and moderate positive relationship with Converging style ($r=.509$, $p=.003$) and Diverging Style ($r=.424$, $p=.002$) whereas weak positive correlation with Assimilating Style ($r=.201$, $p=.005$). Hence, it is evident that there is strong statistical evidence against null hypothesis 1. In other words, the all these learning styles have significant correlation with the change adaption process. However, the higher frequency is demonstrated by Accommodating style as statistics revealed 83.9% variation is caused by this style, followed by 50% variation caused by converging style, 42.4% by diverging style, and lastly 20.1% by assimilating style. Nevertheless, the P -values of all the styles lies in the critical region thus, it confirms that we reject hypotheses 1. In other words, this study confirms that all the learning style are significant in the adoption of strategic change. The study findings support the argument of Kolb (1999), McLeod, (2013), and Lawrence (2014) in the learning capability perspective. Moreover, the findings support the work of Aladwani (2001) that the phases of change are vital for the successful implementation of ERP.

Table 6

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 ^a	.467	.469	.445874

a. Predictors: (Constant), diverging, converging, assimilating, and accommodating

b. Dependent Variable: Enterprise Resource Planning Implementation

Table 7
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	33.158	1	12.153	69.09	.000 ^b
	Residual	35.941	86	.199		
	Total	69.099	87			

a. Dependent Variable: Enterprise Resource Planning Implementation

b. Predictors: (Constant), diverging, converging, assimilating, and accommodating

The model summary above showed that R^2 is approximately .467 reflecting that the 47% variation in ERP implementation is due to variation in different learning styles namely; diverging, converging, assimilating, and accommodating. In addition to that, ANOVA model above showed that $F = 69.099$ which reflects that this table is highly acceptable as there is 69% explanatory power of this table.

Regression:

Table 8
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.255	.217		14.978	.000
	Diverging	.000	.015	.680	1.157	.000
	Assimilating	.001	.023	.124	1.014	.001
	Converging	.005	.003	.523	1.902	.004
	Accommodating	.000	.021	.719	1.346	.000

a. Dependent Variable: Leadership Style of Female Entrepreneurs

There are multiple variables therefore in the coefficient table; standardized coefficient Beta values are considered. The regression analysis showed that 1-standard deviation increase 'diverging style' will affect ERP implementation process 0.680 positively. Moreover, the P-value is 0.000 which is smaller than alpha value ($\alpha=0.005$). Thus, there is strong evidence against the hypothesis that diverging style has no significant linkage with the ERP implementation. In other words, diverging style is significant in accepting changes promoted through ERP implementation. Moreover, 'assimilating style' result lie in critical region ($P\text{-value}=0.001 < \alpha=0.005$) thus there is strong evidence that assimilating style also accepts changes and ERP implementation in positive manner. However, 1-standard deviation increases in assimilating style

will only fractionally (0.124) accept ERP implementation. This is relatively lower than the other learning styles.

Furthermore, there is a relationship between 'converging style' and ERP implementation is evident, as there is strong evidence (P -value $0.005=\alpha = 0.005$). Moreover, 1-standard deviation increase in converging style will affect ERP implementation by 0.523 positively. Thus, it is higher than the assimilating but lesser than the diverging style. Lastly, 'accommodating style' is evident to have significant positive relationship with the ERP implementation (P -value $0.000<\alpha = 0.005$). Additionally, 1-standard deviation increase in it will affect the ERP implementation plans by 0.719 positively. Hence, it reflects that accommodating style scored higher among all learning styles. This also reflects that employees with accommodating learning style have higher acceptance for change and ERP implementations whereas assimilating style has lower acceptance for change. Nevertheless, under no learning style, there are evidences of reluctance to change and ERP implementation. To large extent, the findings support the work of Kolb (1999), Aladwani (2001), Kotter (2008), McLeod (2013), and Lawrence (2014) whereas partially oppose the work of Zehra and Faizan (2017).

Table 9
Correlation

Correlation Variables	Pearson Correlation	Sig Value	Results	Interpretation
Organizational Complexity & Ability to accept change	0.713**	0.000	$P < \alpha$	Strong positive upward slope. Highly significantly different from zero.
Social Relations & Ability to accept change	0.621**	0.003	$P < \alpha$	Moderate positive upward slope. Highly significantly different from zero.
Reversibility & Ability to accept change	0.561**	0.001	$P < \alpha$	Moderate positive upward slope. Highly significantly different from zero.
Divisibility & Ability to accept change	0.712**	0.001	$P < \alpha$	Moderate positive upward slope. highly significantly different from zero.

Table 9: *Correlation between research variables*

From the above table, it is evident that all the organizational factors have a significant positive relationship with the employees' ability to accept change. Hence, there is strong evidence against null hypothesis 3. Hence, this study support the findings of Rizesco and Tileaga (2016) that all the aforementioned factors are significant in affecting the ability of the employees' in accepting changes inside the organization.

Moving forward, using funnel approach of Haque, Faizan, & Cockrill (2017), the need and other dimensions of the strategic change at Burberry were explored. The most prominent and strategic approach by Burberry has been its effective implementation of methods that has enhanced its revenue and growth in existing as well as emerging market (Annual Report Burberry, 2016). The effective use of resource-based theory has made a significant contribution in assisting the brand to generate elevated revenue in the arena of luxury products (ibid). The innovation has been used as a major principle to meet its ever changing consumer needs, taste and demands. Burberry has been significantly effective in adding innovative products to its existing portfolio with an approach of directly operated stores worldwide, well-organized distribution channel along with broad distribution network (ibid).

Furthermore, the detailed analysis of annual report revealed that Burberry has ensured clear and precise brand segmentation in its operational movements to ensure the consumers are provided product delivery in a swift manner (ARB, 2017). The unique and fresh look of brand's products is attained through revolutionary business model. The core of Burberry's prominent presence is its ability to protect, inspire and explore its authentic, Burberry culture and brand behaviour.

Burberry has opted to the use of resource-based theory for the establishment of its well-organized and effectual use of available resources and optimizing its company's capabilities. Thus, present findings support the work of Barney (2007) that the most prominent aspect in such development is the brand's ability to attain and acquire existing entities within the countries of preference and regions for expansion along with the formation of joint ventures in developing markets. The preliminary findings and later funnel approach confirmed that the brand utilizes the effective use of resource-based theory with attaining the finest talent of the industry for its brand development. The approach proved beneficial for meeting business demands with expertise. The

brand has established itself a manner where its consumer experience its unique qualities and activities, which is not evident for them in other brands of luxury products.

Conclusion

The conclusion driven from the above results and discussion is that all learning styles are effective in the change management process. However, the employees with accommodating learning style have higher acceptance and ability to accept change whereas assimilating style has lower capacity and diverging and converging has moderate capacity. In addition to that, the most significant stage in the Kotter's (2008) model is 'creating an environment' for bringing change. It is also evident that ERP successful implementation is highly dependent on the employees' ability to accept changes and in this regard, employees with accommodating learning style are most open to accept changes in the positive manner. Furthermore, the all-organizational factors including complexity, social relations, divisibility, and reversibility have positive relationship with the ability to accept change. However, complexity has significant strong correlation whereas other have significant moderate relationship. In addition to that, it is evident that the elements of the change process must be considered such as stakeholders and their involvement to ensure the successful execution of the process. The strategies should be implemented to eliminate resistance towards ERP implementation. The proper measures must be introduced for implementation process to evolve in effectual manner at Burberry.

Recommendations

Developing a change management strategy with the Stakeholders

A theory of management that is widely accepted proposes that, each individual's response within a group is different to given circumstances. In a similar manner the responses to organizational changes varies as well. There are early adopters however, most stakeholders are reluctant to acknowledge the change whereas some tend to resist change.

Keeping in mind these stakeholders, a strategy should be formulated accordingly. The commonly accepted strategies are as follows:

- **Leverage Strategies:** This strategy is for the early adopters who have important influence on the development and utilization of their influence to expedite the change process among the reluctant majority.
- **Engagement strategies:** The strategy mainly focuses on the influencers of the reluctant majority and works towards influencing them to attain the objective. It allows for leverage the influencers among those who are less interested to commitments.
- **Containment strategies:** These strategies mainly focus on working with the resisting group that are reluctant to accept change and refuse to contribute their skills, knowledge and expertise.
- **Outplacement Strategies:** The active and influential resistant candidates are considered for outplacement. They are given early opportunity to acknowledge the change and compliance with the process however they face unambiguous consequence due to the failure.

Evaluation of the systems used to involve stakeholders in the planning of change

As it is evident, that change implementation requires the comprehensive understanding of end use and top management of the process along with the proper strategy formation for the success of the process. The effective change process can only initiate when the stakeholders are provided with the causes and necessities that encourage the change however, this must be communicated in a precise and clear manner to the stakeholders. Stakeholders must be informed, educated and involved in the decision-making. Their response and feedback should be taken in an account which is possible with the devising an appropriate communication strategy. Each and every stakeholder must be well informed of the progress of the project. Their participation in the key projects is vital. Their provided feedback long with their participation makes them feel motivated and part of the change process. It is vital that stakeholders are provided with the present and accurate information to keep them updated and motivated while eliminating any lingering doubts and fear of rejection.

Strategy for managing resistance to change

Change resistance is a part of a change process however such could have both negative as well as positive impact on the process within the organization. Kotter & Schlesinger (1979) elaborated on the importance of effective handling of the resistance in a strategic planned manner to be successful. According to their theory, the principles are:

- **Education and Communication:** The concerned stakeholders must be educated with proper communication approaches of the change process, eliminate their misconception and confusions and provide detailed answer to their questions and queries. People are most likely to accept the change once they are aware of the change.
- **Participation and involvement:** A proper strategy device is required to facilitate the stakeholder's participation and involvement in the change process. This also provides the stakeholders with the sense of belonging and motivation of being a part of the process while eliminating the resistance towards the change process.
- **Negotiation and agreement:** The initiation of a strategic change within the various aspects is on stake at the time of such decision. Thus it becomes crucial to move towards the change with a unified agreement among all members of an organization with the management to ensure effective implementation.
- **Facilitation and support:** With the facilitating and supporting the members who are initiating the change process and will manage alike feel motivated and have a strong sense of increased confidence. This allows the change process to take place in a swift and smooth manner.

Plan to monitor personal development for change

It is essential for organisation to have a personal development program that enable firm's to have strategic change. For this reason, environmental scanning is essential as it facilitate firm to implement changes in adequate manner.

It is suggested, that Burberry infiltrate different markets to achieve focused business sector edge through interest elements, for example, shabby utilization of work and aptitude specialists in the business, government subsidies and use ease crude material. The good variable conditions for Burberry are to uncommon transports and information transfers arrange in UK. Burberry has

been exceptionally mindful towards its client's desires and requests and has utilized that as inspiration to make new brands and creative style lines.

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